

Providing Access, Preserving Arizona

Cultural Collaborations

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Defining Collaboration

The National Network for Collaboration defines collaboration as “a process of participation through which people, groups and organizations work together to achieve desired results. Starting or sustaining a collaborative journey is exciting, sometimes stressful, and even new for many.” A more basic definition is offered by Merriam-Webster, “to work jointly with others or together especially in an intellectual endeavor.”

Discovering ways to collaborate with other cultural institutions is often important and exciting yet, it can be filled with stress and tension as new relationships are formed and new responsibilities are defined. For libraries and museums there are challenges related to governance, ethnic diversity and organizational capacity.

This paper strives to provide some examples of a variety of collaborative efforts from which to learn about building, maintaining and continuing collaborations between institutions that are different in scope, structure and size. We hope to outline a few pitfalls to avoid as well.

Collaborative Beginnings

The *Five State American Indian Project* is one of the successful collaborative efforts; it is not the only example of museum, archive and library collaborations initiated by the Arizona State Library, Archives and Public Records (ASLAPR) either in partnership with other institutions or singularly. Many other projects, such as the *Convocation*, *History on the Mall*, and *Centennial Planning* also exemplify best practices in collaborative efforts. None of these projects has existed in a vacuum and they have all been influenced and affected by each other. In addition, all of these projects have expanded beyond museum and library institutions and professionals to include archives and other cultural and humanities based institutions and personnel.

In the mid 1990s, as interest in collaboration was leading to concrete activities on the national level (i.e. the formation of the Institute for Museum and Library Services (IMLS) in 1996), the state of Arizona was behind the curve. As Kim Huber, a past Arizona Library Services and Technology Act (LSTA) Program Coordinator, recalled in October, 2003, there had been no strong history of collaboration between Arizona's museums and libraries but, "All that changed in 1997, when [a new person from outside Arizona] accepted the Director's position of the State Library Agency, in Phoenix, Arizona." (Huber 2003). The new Director was perfectly suited to take the interest in collaboration expressed by Arizona cultural institutions and professionals and help them turn it into reality.

Because of the new Director's previous experience and her position as a newcomer, along with willing and receptive partner organizations, she was uniquely positioned to see the issues and

help put the pieces together to initiate and help sustain collaborative efforts. Previously, the Director had been involved with collaborative programs and with Native American institutions. Once in Arizona, she had fresh eyes for collaborative opportunities as she embarked on a tour to acquaint herself with Arizona institutions and personnel. And finally, the institution she would direct, the Arizona State Library, Archives and Public Records, was itself made up of a number of divisions, including a research library, an archives and a museum. Not only were these divisions a close-to-home opportunity for working on collaboration, the breadth of professional experience and activity available gave the Director and ASLAPR the ability and the access necessary to build and encourage collaborative programs state-wide.

Following are several good examples of how the Arizona State Library, Archives and Public Records built and encouraged successful collaborations. These collaborations have grown over time and have been filled with more successes than failures – both have lessons to offer.

Five State American Indian Project: Tribal Libraries, Archives and Museums

The spark for this program grew out of the Director's prior experiences, where Native American Tribal nations and libraries worked together. Upon arriving in Arizona, the Director was stunned to find weak and often strained connections between tribal and non-tribal museums, archives, libraries and cultural institutions. The large size of the American Indian population in Arizona meant this issue was having an unrecognized, yet profound, affect on the state's cultural institutions. The Director began talking about her concerns with the IMLS Director, who had similar worries because the Arizona Tribes were not taking advantage of IMLS resources, including money (Wells 2005).

Their conversations, and conversations with other cultural professionals, led to the discovery that other southwestern states shared the same situation. IMLS then convened a meeting of participants from the four corners states: Arizona, New Mexico, Utah, and Colorado. Ideas from this meeting led to a plan to write a grant proposal for a program that, with the inclusion of Nevada, would allow all five states the opportunity to target tribal libraries, museums and archives as potential collaborative partners for projects within each state while improving service to tribal communities. ASLAPR agreed to take the lead in applying for the grant and managing the funds.

- The *Five State American Indian Project: Tribal Libraries, Archives and Museums* began as a one year pilot program funded with \$150,545 from a 1998 IMLS National Leadership Grant, the first year such awards were made for museum and library collaborations. In this first phase, each of the states would plan and convene a state-wide meeting. A follow up proposal sought funds for a spring 2000 regional meeting for all five states. Planned topics for both meetings included: improving service to tribes, preservation and use of cultural resources, and available funding sources.

Once funded, Alyce Sadongei and the Arizona State Museum (ASM) agreed to take on the management of the project. The project greatly benefited from Ms. Sadongei's previous work at ASM connecting with tribes. John Irwin, an archives/library consultant and one of the project's original grant writers, proudly recalls, "This grant was the first attempt to do

something grassroots and regionally and to include all the cultural institutions. It really was ground breaking for the entire US from my perspective..." (Irwin 2005).

- In 1999, each state created a project coordinator position and conducted a needs assessment investigating the status of tribal libraries, archives and museums. Then Arizona, Colorado, Utah and New Mexico each held state-wide conferences for tribal representatives and professionals, and selected non-tribal professionals, from the library, archive and museum community. Nevada held smaller regional meetings instead of one state-wide meeting. The main goal of all the conferences was to use the information gathered to develop future collaborations in response to tribal needs and maintain communication between the tribes and State Libraries (Five State 2005).

The Arizona meeting, *Arizona Forum on Tribal Museums, Archives and Libraries*, was held near Globe on the San Carlos Apache Reservation in August of 1999. The conference, with eighty-three attendees, included programs that convened a general assembly and smaller breakout sessions. Of critical importance at this first meeting was the introduction of tribal concerns in a manner respectful of tribes and educational for the non-Indians in attendance. Presenters included national, local, American Indian and non-Indian speakers. Issues raised included tribes: asserting control over the material in their own collections; seeking funding for buildings and services; sharing of their culture on their own terms; and for collaborations to be effective the tribes must be considered equal partners (ASLAPR 2005).

Important ideas that came out of the Arizona meeting included:

- the importance of grants (to use for workshops marketing tribal libraries, to help people attend national conferences, to make a comprehensive survey of the tribal organizations and their needs, and with the consideration that the nature of tribal bureaucracies may require long lead times for grant processes);
 - interest in developing a better network, as determined by the tribes, between tribal librarians, archivists and museum professionals;
 - the creation of a resource sharing site so organizations could share materials that they were culling; and
 - to provide resource lists, i.e. of library consultants, to tribal organizations (McCleary 1999).
- In 2000, another grant proposal extended the project for another two years. All five states participated in a regional conference, *Tribal Libraries, Archives and Museums: Preserving Our Language, Memory and Lifeways*, held in June at The Heard Museum in Phoenix, Arizona. The conference targeted the attendees from the state-based conferences as well as tribal government officials. Other grant activities continued the work of the first year with a focus on expansion of networks and collaborations to a regional level (Five State 2005).

In recalling both the Arizona state-wide conference and the five state regional conferences, John Irwin said "Alyce [Sadongei] organized them splendidly, and my impression was that they were very successful in bringing so many professional tribal people together for the first time, and bringing up many important issues. It was useful from an Anglo perspective also. I vividly recall at San Carlos being riveted by the introductory drumming and speeches, and person after person on the program saying how they felt that our ideas of

“access” often meant to them just another theft of their cultural identity. These were very important things for all of us to hear and consider, and I think that it brought about a lot of sensitivity that had not existed before, and broke down stereotypes and false assumptions” (Irwin 2005).

- In 2001, work on this project continued based upon information gathered during the first two years. Specialized activities which sought to encourage engagement by tribal participants were developed and each state held another conference. Planning began for a national conference, building on the state and regional conferences already held (Five State 2005).

In Arizona, the second state-wide conference was hosted by the Colorado River Indian Tribes in Parker, Arizona. The conference content was developed from evaluation comments made by participants of previous grant programs and focused on: hands on training opportunities; community advocacy to encourage tribal support for future projects; and the importance of tribal archives (Five State 2001).

- The National Conference was held in Mesa, AZ in May, 2002. *Tribal Archives, Libraries and Museums: Preserving our Language, Memory and Lifeways*, took the previous work of the *Five State Project* and opened it to a national audience. As before, the focus was to: create a network; articulate current tribal issues; and inspire collaborations among tribal and non-tribal institutions. Approximately 250 people attended representing sixty-six different tribes. Evaluation comments from participants included: "I can't describe how beautiful it is to see and hear Native people speaking as "experts" and sharing their experience. I didn't think it was possible and I am thrilled to have been wrong. We need more of these workshops"; and "The best part of the conference was being able to network with so many top of the line people. I am sure those contacts will be helpful for years to come. My whole team came away inspired and full of new ideas for the community" (ASM 2005a). Following the conference, a listserv on Native American Languages and Technology was developed by one of the conference presenters to continue discussions on issues raised.
- Following the successful nation-wide meeting of 2002, work in 2003 focused on project planning and writing a new grant proposal to allow continued activities involving tribal libraries, archives and museums beyond the five-state region. Target activities, based on feedback from participants, included creating pilot projects and convening another national level meeting (Sadongei 2005).
- In 2004, work continued on a new grant of \$248,829 that was awarded to the Arizona State Library and the Arizona State Museum in the fall of 2003 for the project, *Preserving Our Language, Memory and Lifeways: Enhancing Partnerships with Tribal Libraries, Museums and Archives*. Activities of this grant included: modeling three collaborative regional projects; updating a national directory of tribal library, museum and archival institutions and holding another national conference for tribal libraries, archives and museums. One of the collaborative projects based in Arizona involves the Colorado River Indian Tribes Library and Archive, ASLAPR, the Tuba City Public Library, and the Salt River Pima-Maricopa Tribal Library. The project's goal was to evaluate the Public Library Association's *Planning for Results* library planning model for tribal communities (ASM 2005b).

- In 2005, work on this collaborative project continued and a national conference was held in May. Approximately 280 individuals attended the second national conference. Project Coordinator Susan Secakuku, said prior to the conference, "It will be a unique opportunity for people to come together to increase their personal networks, receive training and to share information." Two of the original partners in that first grant, the Arizona State Library and the Arizona State Museum continued to work together. "The partnership between the Arizona State Museum and the Arizona State Library has been very successful," says Jane Kolbe, Director of the Library Development Division (LDD). The Arizona State Library has built and continues to grow a strong relationship with the tribal libraries throughout the state by encouraging dialog and supporting projects between the Tribes and institutions.

The conference site was located adjacent to the reservation lands of the Salt River Pima-Maricopa Indian Community, thus they generously provided a Cultural Welcome that included a Posting of the Colors by the Salt River Pima-Maricopa Indian Community Veteran's Organization, an official greeting from the tribal chairwoman, Joni Ramos and a tribal historic overview by Kelly Washington, Director of the Hoo-hoogam Ki Museum. The Cultural Welcome also included a blessing and demonstrations of native dances. The presentation ended with a social friendship dance with participation from conference attendees.

The national directory of Tribal Archives, Libraries and Museums was handed out at the national conference, *Preserving Our Language, Memory and Lifeways*. The purpose of the directory is to increase the potential for collaboration with tribal cultural organizations and those non-tribal cultural organizations seeking to partner with tribal communities. The directory was disseminated to state libraries, museum associations, archivist organizations and tribal cultural programs. It is hoped that the directory will be used to introduce the work of tribal communities to other organizations who share similar goals. The directory is designed to provide a brief overview of some of the current challenges and long term goals of tribal libraries, archives and museums as well. To find out more about the grant activities follow the links at www.statemuseum.arizona.edu.

Through the *Five State American Indian Project* collaboration, traditional Anglo-oriented organizations learned about the areas of need in Tribal institutions, the perceptions of the Native American people, and discovered avenues to bring together diverse groups to create mutually beneficial and respectful relationships. These relationships are building networks and collaborations between Tribal and non-Tribal institutions throughout the nation. Oklahoma is now the lead state for the Western Council of State Libraries on the successful 2006 IMLS Tribal grant. (See http://www.ims.gov/news/2006/062806_list.shtm#WY)

Convocation / ACTivate

- In 1998, another outgrowth of the interest in networking and encouraging collaborative links between various library, archive and museum institutions was the *ACTivate* conference. *ACTivate: Think Globally, Act Locally* was convened in Phoenix during August 1998. *ACTivate's* main goal was to establish a collaborative foundation for cultural institutions in Arizona (Huber and Steele 1999). The 120 professionals who attended met in small

facilitated groups to brainstorm. These focus groups suggested five areas of future concern that helped to inspire future conferences and aided in creating the guidelines for Arizona's use of LSTA funding.

Another result of the conference activities was the first joint meeting of the boards of the state's professional museum and library organizations, the Museum Association of Arizona and the Arizona Library Association. The two boards met in December 1998 to discuss collaborative activities. The boards met more than once, but with limited impact. Subsequent meetings were always useful, but did not result in systemic change. Significant progress was made in 2005 when the Library Association helped the Museum Association plan its first legislative day (see *Museums on the Mall* 2006). Sometimes repeated effort bears belated fruit. Another program was an *ACTivate* style conference for Pima County institutions, funded by IMLS in September 1999.

- The success of the *ACTivate* conference and the ideas developed in its focus groups led to the change of name to *Convocation*. Interest in collaborative programs was growing and as Richard Pearce-Moses, an early Convocation presenter from The Heard Museum and later a *Convocation* planner for ASLAPR, has stated "people knew they were looking for something, they just didn't know what exactly" (Pearce-Moses 2005). Convocation, meaning "a summons to gather," built on the idea that getting library, museum and archives professionals together just to interact had a value all its own, was intended to fulfill the need for institutions to gather together to share ideas.

There were two main goals in the original *Convocation* concept: (1) expose people to things they would not normally experience, e. g. a national speaker, meeting practitioners from other professions or institutions; and (2) take people out of the office, out of their normal patterns and hopefully get them thinking in new ways (Wells 2005). Each successive *Convocation* has had its own theme, but all continue to hold true to the original goal of networking to foster a statewide collaborative conversation.

In 1999, two *Convocations* were held in different locations to encourage geographic diversity: Sierra Vista in February and Prescott in May. Ninety-six people attended in Sierra Vista and 109 people attended the Prescott *Convocation*. The convocation format, which has largely stayed consistent over the years, consisted of a national level keynote speaker, a panel discussion and numerous smaller breakout sessions. Meals offered an opportunity to meet new people and assigned seating was used to encourage new networking early in the event with self-selected seating later in the conference allowing a chance to speak more in depth with old or new friends. Specific meeting goals in 1999 were to gather policies and coordinate collection development; recommend statewide resource sharing; and promote conservation and preservation of Arizona heritage. A direct result was the beginning of the Cultural Inventory Project (CIP) a central listing of collection descriptions for Arizona museums, libraries and archives for use by scholars, professionals and the public. Goals of the CIP were to encourage more effective access and to help inform institutions so that they could collaborate and prioritize without wasting or duplicating effort and resources. To this day, ASLAPR provides and enhances a web access version of the CIP. Another outgrowth of the conference was the creation of three Statewide Task Forces on Cooperative Collection Development, Resource Sharing, and Preservation. Unfortunately, these task forces did not

live up to expectations and are no longer active. Perhaps there was insufficient definition of purpose or perhaps Arizona was simply not ready for statewide task force efforts.

Evaluation comments from the first *Convocations* included: "Allowing us the time to have conversations was wonderful"; "Follow up to this essential. Great need – good start"; and "I did not expect that meeting photo librarians, museum curators, etc. would be so stimulating but these professionals have very similar problems and concerns as public libraries do" (ASLAPR Convocation 1999). The success of the *Convocations* resulted in the determination to have a yearly repeat of the conferences. However, the networking restrictions of multiple locations, coupled with the amount of resources required for two events led to a format change. In future years, a single *Convocation* would be held alternating between central and rural locations.

- The 2000 *Convocation*, set in Phoenix, attracted 229 participants. The focus of the event was built on the foundation of the 1999 meeting. Promotion of the collaborative efforts already developed was an important aspect and included the CIP and the Statewide Task Forces. Once again, the importance of exposure to new ideas, and time to network and look at ways to preserve Arizona's heritage were of prime importance. The keynote speaker was Will Phillips of QM², the Statewide Library Development Commission Report was shared, and attendees participated in breakout discussion sessions to discuss topical information and share ideas.
- The 2001 *Convocation*, held in Prescott, followed in the tradition of previous years and added a new twist by asking attendees to seriously consider the future. The 179 participants, heard a keynote speech by futurist Peter Bishop, and were fascinated by the tale shared by two Rochester, New York Strong Museum staffers who related their institution's intense but successful transformation via a new mission and culture, more than doubling their attendance in the process. Betsey Bayless, Secretary of State, spoke about the importance of history. As usual, there was plenty of time set aside for mingling and smaller discussion sessions.

The 2001 LSTA report section on the *Convocation* reaffirms the overall focus of the conference on promotion of collaborative efforts that cut across traditional discipline boundaries. Jane Kolbe, Director of the ASLAPR Library Development Division (LDD) is quoted: "We have made a huge effort with the Convocation to bring people together in the same room. It just raises the level of trust and makes people more free to talk to each other." The report goes on to mention that "Convocation attendees have commented on the increasing number of representatives from American Indian communities attending the Convocation and other library and museum meetings." (ASLAPR 2001)

- The fourth annual *Convocation* was held in Tucson, with approximately 200 participants. Three Arizona legislators attended this *Convocation* providing a wonderful new twist to networking opportunities. The conference theme was 'Information Needs and New Technologies.' Beverly Sheppard, Deputy Director of the Institute for Museum and Library Services (IMLS), presented the keynote address and asked attendees how their institutions were going to meet the needs of their constituents for lifelong learning in the information age. Another presentation, by David Levy from the University of Washington Information School, questioned the future of documents in the digital world. The conference was kicked

off with a panel discussion consisting of participants from a variety of professions speaking on where they go for the information they need in their work and how helpful, or not helpful, they find information providing institutions to be.

The balance between the various constituencies - library, museum and archive professionals - at the *Convocation* has always been a delicate one. While the natural connections in the commonalities of their goals, interests, needs and resources have encouraged cooperative work, there has continued to be a sense of competition. One evaluation commented that the 2002 convocation was "more oriented towards libraries/archives than museums" (ASLAPR Convocation 2002). However, one could easily have said the exact opposite about the 2001 *Convocation*.

This year debuted the closing chocolate buffet to encourage participants and presenters to linger and talk about the topics and projects, rather than jump in their cars.

- The 2003 *Convocation*, attracting 223 participants, was held in Scottsdale. Following the interest in the previous year's panel discussion, this convocation began with a panel of Arizona authors and journalists who spoke on the information they use and how libraries, museums and archives can and sometimes cannot meet their information needs. The keynote speaker, Marc Freedman, talked about upcoming demographic changes in the US as baby-boomers retire and how that might affect libraries, museums and archives. Following his speech, the participants broke into regional discussion groups to discuss the topic. Respected art historian Betsy Fahlman spoke about Lon Megargee, a well known Arizona artist. Breakout sessions again provided networking opportunities and participants could choose among a variety of topics. The 2003 *Convocation* also introduced a new session - breakout sessions specifically for library, archives, and museum directors. After the *Convocation*, a forum just for tribal libraries and archives was also held. The *pièce de résistance* was a chocolate buffet informal closing session that provided time for brief closing remarks, and one last time to mingle.
- In 2004, the *Convocation* was held in Pinetop, with approximately 85 participants. Conflicting dates with the Public Library Association meeting explains the substantial difference in the attendance from previous *Convocations*. The theme was 'Storytelling', with a goal of inspiring institutions to tell their organizational and/or community stories to supporters and governing bodies. The conference began with a performance by the Alchesay High School Indian Club and Tribal welcome from Ramone Riley of the Fort Apache Community. Don Doyle, a nationally recognized Arizona storyteller, presented the keynote performance. Other activities included: a "one minute story" workshop where participants had to tell their story to a new person in one minute; an introduction to the deliberative forum technique; presentations of Native American storytelling by Susan Secakuku, a Hopi, who read from her newly published children's book, and Cedric Hendricks, a San Carlos Apache, who told his story; a session by Tim Delaney of the Center for Leadership, Ethics, and Public Service, who discussed how libraries, museums and archives contribute to Arizona's economic engine; and finally plenty of time for mingling and networking during meals and small breakout sessions. Once again to keep people until the end, the chocolate farewell reception was included. Conversations over chocolate seem to have a lasting impact in Arizona.

Those who could attend seemed pleased, inspired, and as always, willing to speak their minds. Comments included: "This department has found a way to put it all together, bring us all together & lead us all together!"; "Always great to network; stimulating and thought provoking" (ASLAPR Convocation 2004).

- The 2005 *Convocation* was held in March in Phoenix for 181 attendees. The theme was cultural legacies as a first step in preparing for the Centennial by strengthening Arizona's cultural resources, encouraging collaborative programs and promoting public access to Arizona collections. The keynote speaker was Dr. David Carr from the School of Information and Library Science at the University of North Carolina at Chapel Hill. His talk focused on cultural institutions as spaces where anyone can go to explore society's past and contemplate its future. Other session topics included branding and grassroots advocacy. Networking time, small breakout sessions and the chocolate farewell session were also included.

As usual, the evaluation comments for the *Convocation* show why this annual event has been so successful: "Inspiring. Will use at the workplace"; "Productive discussions and useful networking"; "Yes, an amazing event that is inspiring, entertaining and a model for other states" (Gerding 2005).

- The eighth annual Arizona *Convocation* was held in Phoenix, March 5 & 6, 2006. Nearly 200 librarians, archivists, historians, and museum professionals from around the state attended. **"Living in the Amazoogole World"** was the launching pad for the discussions that took place over the two days. During his keynote, George Needham offered findings of the OCLC Environmental Scan, the new "Perceptions of Libraries and Information Resources" report, and examined what cultural organizations can do to be relevant and useful in this new "Amazoogole" world. After a keynote refresher on Monday morning, breakout groups by institutional type were held to discuss the ideas Mr. Needham presented. Two presentations **"Arizona's Crucible": Water Management in the 21st Century** and **Arizona Memory Project** brought together discussion groups by geographic area.

There was plenty of time for networking in informal groups, as well as in the breakout sessions that brought together professionals around their discipline area and their geographic area. The *Convocation* would not be complete without the opportunity for discussion over the closing dessert buffet.

The evaluations revealed that 96% of participants (who completed evaluations) reported that they learned something new that would help them do their job better. 97% reported that they met people with whom they will collaborate. Some of the comments were: "Diverse group and provided a unique time and opportunity to share – agree to disagree."; "Empowering is the key word!"; "GREAT JOB! Really an outstanding way to meet many people across all arts/cultural organizations (and interested parties!)" (Gerding, 2006.)

Convocation is a collaborative experience bringing together library, archives and museum people. Through formal and informal gatherings - activities, projects and program collaborations are born at *Convocation*. This time outside of the office environment allows people to discuss fresh, innovative approaches to their issues, concerns, and programs. A consistent comment from year to year is that the networking is good, but they enjoy the real

skills and information they take back to work to justify the time away. The beginnings of collaborations at *Convocation* are frequently born out throughout the year and the following year these organizations are eager to attend and expand their collaborations to others.

History on the Mall/Museums on the Mall

- Early in February 2000 the first *History Day* at the Capitol was held. Sponsored by the Museum Association of Arizona (MAA) and the Arizona Humanities Council (AHC), the event included history displays from many Arizona organizations, an advocacy workshop, a luncheon for legislators and a stage program. This event showed the true persuasive power that cultural institutions could have by banding together, which was made stronger by groundwork laid in the other collaborative efforts.

Julie Yoder, from AHC, wrote in her evaluation "I was amazed by the number of Legislators who attended! Was it your e-mails, the free lunch, the general topic of history, the exhibits? We can take better advantage of their attendance next year by deciding in advance what the message of the day is, and then preparing handouts or tailoring the program to that message" (Yoder 2000). An additional event the Statehood Day celebration added was the awarding of the Polly Rosenbaum Award for support of Arizona's libraries, archives and museums, sponsored by ASLAPR.

- After the great success in 2000, History Day and the previous Statehood Day celebrations were combined into a new program – *History on the Mall*. This new program was sponsored by AHC, MAA and ASLAPR. The event again included display tables by Arizona historical organizations (25 tables), a workshop (How to Talk to Your Legislator), a luncheon for Legislators and participants to mingle, and performances by the history organizations. This year the combined celebration also included traditional Statehood Day activities, such as the reading of the Governor's Statehood Day Proclamation, the children's Statehood Day History Essay contest awards, and the presentation of the Polly Rosenbaum Award. In this new event format, AHC took a lead in funding and planning the exhibitors and ASLAPR planned the Statehood Day ceremony.
- Building on the success of the previous year, the 2002 *History on the Mall* was sponsored by ASLAPR, AHC, MAA, Salt River Project (SRP) and the Phoenix Museum of History. Once again, history institutions put up exhibit tables (40 tables), the Governor made a Statehood Day proclamation, the Polly Award and essay contest awards were given. In addition, AHC announced the 13 Arizona sites that would host a special Smithsonian exhibit and SRP announced their donation for restoration of the Capitol, which houses the Museum Division of ASLAPR.
- *History on the Mall* was again supported by AHC, ASLAPR, MAA and SRP and contained the typical elements. An addition to the program was the initiation of a *Countdown to the Centennial* (2012) announced by the Governor. The Governor named the Directors of the Arizona State Library, Archive and Public Records and the Arizona Humanities Council to the *Countdown to the Centennial* Commission. As part of that program, a number of fourth grade classes were invited to the Capitol to participate in many of the day's events.

- In 2004, *History on the Mall* was again sponsored by AHC, ASLAPAR, MAA and SRP. The program included history displays, a legislative luncheon for 300 people, and the Statehood Day awards with Justice Sandra Day O'Connor as a guest speaker. The 2004 *History on the Mall* was also the first to extend over multiple days. The traditional day of events was held on a Thursday, but the exhibitors remained for Friday to take advantage of visitation by the *African-American Legislative Days* participants and the 700 fourth graders visiting the Capitol as part of the *Countdown to the Centennial*. *History on the Mall* also incorporated an event on Saturday called *History Fest for High School Teachers* held at a local school. AHC notes on the event mention one museum exhibitor stating that their time at *History on the Mall* was well spent because it "provided exposure of Arizona's cultural heritage to the public." (Yoder 2005)
- Sponsored again by AHC, ASLAPAR, MAA, and SRP the 2005 *History on the Mall* retained its format. The event also included the signing of a bill on the Centennial signed by the Governor for an audience of fourth graders in the Arizona Capitol Museum's Restored House Chamber. The day ended with an open public meeting on the planned Polly Rosenbaum History and Archives building.

Evaluations were given to all exhibitors and responses included: "The best part of the day was seeing politicians show an interest in history," and "We enjoyed the good exposure to interested parties and the chance to interact with other institutions." Although evaluation responses were positive, the sponsoring organizations held a visioning meeting to look at different formats for future History on the Mall events (Yoder 2005). Based on other organizations' successful legislative days, there would be more emphasis on advocacy through activities that may include workshops and formal visits to legislators in addition to the other activities.

- In 2006, *History on the Mall* became *Museums on the Mall* to encourage a broader base of museum participation. Workshops were held for museum staff revolving around advocacy and interaction with public officials. It was sponsored by AHC, ASLAPAR, MAA along with the Pueblo Grande Museum and the Sharlot Hall Museum. Activities were held in the Arizona Capitol Museum, with 25 museums displaying throughout the building and a two-hour advocacy training session held in the Library conference room. During the Statehood Day program, in the restored Senate Chamber of the Museum, proclamations were read by Governor Napolitano, Arizona Chief Justice Ruth McGregor, and by President Bennett, on behalf of both the House and Senate, honoring recently retired US Supreme Court Justice Sandra Day O'Connor, who was in attendance.

The partners all agreed that the added advocacy training was well received as was the Statehood Day program with so many dignitaries attending. Planning the 2007 *Museums on the Mall* activities has already begun with the partnering organizations.

History on the Mall allows participants to plan the activities of the day together, reaching across many areas from museums to legislators, school children to adults, and associations to individual participants. This works at building bridges and connections amongst the organizations and participants while establishing an advocacy relationship with legislators.

Arizona Centennial Planning

The State of Arizona will reach 100 years of age in 2012. To properly prepare for the celebration, ASLAPR and other cultural organizations joined together to encourage collaborative planning. Organizations sponsoring this work include: ASLAPR, the Coordinating Committee for History in Arizona (CCHA); the Arizona Historical Society (AHS); the Arizona Humanities Council (AHC); Arizona State Historic Preservation Office (SHPO); the Arizona State Museum (ASM); Arizona State Parks; and the Arizona State University (ASU) Public History Program.

- In May 2004, 90 participants attended a workshop, *Arizona Centennial: Beyond the Five C's*. The secondary title for the day was *Commemorate the Past and Leave a Legacy: A Planning Workshop for the Arizona Centennial*. The keynote speakers were Gail Peterson and L. Thomas Frye who had worked respectively on the Ohio Bicentennial and California Sesquicentennial celebrations. The meeting also included small group discussion sessions and a roundtable discussion by leaders from AHS, ASLAPR, ASM, SHPO and the Arizona Intertribal Council.

A follow up planning meeting was held in September 2004 for about 70 participants. The program focus was another discussion with the institution leaders from the May workshop's roundtable discussion. These leaders discussed what *Centennial Planning* related activity was happening in their institutions. The group began setting a timeline for future work.

- One outcome of the earlier *Centennial Planning* work was an interest in finding an organization to coordinate planning. One group, the Arizona Historical Advisory Commission (AHAC), a State Commission for which support services are provided by ASLAPR, was deemed the most appropriate choice. Legislation was therefore proposed to enable AHAC to take on this new role serving as the central state agency coordinating for the Centennial. The legislation also provides for the coordination of Centennial programming between public and private entities and allows for the receipt and disbursement of funds through ASLAPR. With great support from library, museum and archival organizations, as well as legislators and the Governor, the bill was passed and signed into law on February 14, 2005, as Chapter One Laws 2005, the 93rd anniversary of Arizona Statehood.
- In 2006, the Convocation continued to work towards the Centennial by updating a previous study done for the 75th anniversary of Statehood on water resources and management. An expert discussed what changed since that time and outlined new questions regarding Arizona's water supplies and use. With an eye towards Arizona's Centennial in 2012, the information necessary to continue to tell this vital story of Arizona's water resources was also discussed.
- Also in 2006, the Legislative appropriated \$2.5 million in a challenge grant for Centennial planning and projects. The appropriation requires a 2 to 1 match for the release of funds for projects approved as "Centennial Legacy" projects by the Arizona Historical Advisory Board. This was a result of the efforts of many museum, archives, libraries and cultural institutions advocating for support of Centennial efforts.

These collaborative efforts are bringing together organizations from the public and private sector and from diverse fields of interest to plan one of Arizona's largest state-wide events. Due to the collaborations previously built, gaining advocates to support the legislation was relatively easy.

Conclusions about Cultural Collaborations

Collaborative projects are never easy. The Arizona programs reveal several challenges:

- The benefits of collaboration may not be immediately recognized.
- There can be a sense of competition that prevents true collaboration.
- Rural and/or small organizations may not be as comfortable leaving their institutions to participate in collaborations.
- Rural and smaller organizations are often managed and operated by volunteers. Sending representatives means reducing direct services.
- Finding topics to appeal to such a diverse audience and structuring programming to have a bit of something for everyone.
- Large institutions do not always recognize the benefit of collaboration with smaller, less experienced groups; "hoarding" people do not want to share knowledge.
- Efforts may take a longer time to truly bring systematic change than managerial, political or staff patience permits.
- As always, funding.

While each of these collaborative efforts has had specific and immediate benefits described year by year above, there has also been a major long term and cumulative benefit realized by all Arizona museum, library, archival and cultural institutions. This benefit is the surge in effective civic awareness that has developed, in part, from the partnerships. Its well spring is understanding and enthusiasm developed in collaborative programs.

Such civic awareness and participation happens at annual events and in short term subject specific situations. The *History on the Mall* program brings the cultural community out in force as a political presence to the Legislature each year. This could never have been so successful if not for the involvement of AHC with ASLAPR and the many Arizona cultural and historical institutions who make presentations each year. Museums, libraries and archival institutions have also flexed political muscle in Arizona by attending testimony sessions to support legislation in numbers never before seen. This presence is highlighted by the comments of a Legislator to GladysAnn Wells after she testified about the importance of grant monies. The Legislator wanted to know what she had done to get so many people there to support her and the cause. She replied, "Nothing any of us believed in will be available to people if they can't or won't read. These funds support libraries and encourage reading."

The construction of the Polly Rosenbaum History and Archives Building, which will house unique and critical Arizona State archival, library and museum materials, could never have been realized without such a show of support from the greater cultural community. In 2003, the appropriation of two million dollars for planning and in 2005 an additional \$30 million, over two years, was made possible through the support historical and cultural institutions

throughout the state. In 2006, an additional \$8 million was appropriated for the construction to begin.

The continued success and high levels of involvement in these programs show that the benefits far outweigh the challenges. Kim Huber and Dale Steele saw this early on in Arizona's experimentation with collaboration: "Each of these projects...complements and builds upon the others. Individually they have established a foundation for initiating discussions; together they demonstrate that the state's cultural institutions are determined to work together to provide greater access to their collections, improve their services for the public and preserve Arizona's heritage" (Huber and Steele 1999).

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Appendix of Abbreviations

AHAC	Arizona Historical Advisory Commission
AHC	Arizona Humanities Council
AHS	Arizona Historical Society
AMP	Arizona Memory Project
ASLAPR	Arizona State Library, Archives and Public Records
ASM	Arizona State Museum
ASU	Arizona State University
CCHA	Coordinating Committee for History in Arizona
CIP	Cultural Inventory Project
IMLS	Institution of Museum and Library Services
LDD	Library Development Division
LSTA	Library Services and Technology Act
MAA	Museum Association of Arizona
OCLC	Online Computer Library Center
SHPO	Arizona State Historic Preservation Office
SRP	Salt River Project